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ABSTRACT

This five-year plan of the Chicago Public Library revises the plan of 1976-1980. Several operational/procedural objectives have been dropped and incorporated in normal operations. New goals, objectives, and tasks are service-directed with special attention to expanding services to affiliated and other cooperating Chicago libraries. The specific goals of the system are to provide: (1) system-wide services and study through interlibrary loan, interagency and communication networks, and cooperating programs, to member and affiliate libraries for their clientele, individuals and institutions in Chicago and beyond; (2) the services of a central reference and resource center to Chicago citizens and others through interlibrary loan and ILLINET; (3) the best possible service to Chicago communities through a system of branch and regional libraries, and reading and study centers; and (4) the services of a collection of popular reading materials, children's materials, and cultural and educational programming for Chicagoans through a cultural center. (Author/KP)

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PLANNING FOR SERVICE

The Five-Year Plan

of

The Chicago Public Library/Chicago Library System

1977 - 1981

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The efforts of the Chicago Public Library during the years 1976-80 will focus on: (1) evaluating, improving, and adjusting existing programs and developing new programs; (2) cooperating with other agencies and organizations in the community; (3) improving the functioning of the library as a research and reference center for the state; and (4) improving the fiscal position of the library system. The objectives of the five-year plan include developing a program of library services aimed at meeting the needs of every Chicagoan; providing adequate library materials, both in print and nonprint; developing an adequate staff; improving communications within the library system; providing functional, safe, and attractive facilities; increasing public awareness of library services; modernizing the library's internal fiscal procedures; and increasing the library system's financial resources. A bibliography of over 100 items is included. (Author/PF)

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INTRODUCTION

The first Five-Year Plan for the Chicago Library System was approved by the Library's Board of Directors in December 1975 for the years 1976-1980. That plan, using the CIPP model, was developed by a task force of staff members who depended in large part on the proposals for change developed by five other task forces dealing with specific areas of concern. A reasonable number of the objectives and tasks of the first plan, therefore, were problem solving in nature.

This revision of the first Five-Year Plan is a rewritten and restructured document. To develop this revised plan for a new five year period, 1977-1981, attention was given the two progress reports published during 1976, in which progress toward meeting the objectives of the first plan were described. It was gratifying to staff that the Library was able to accomplish as much as it did during 1976, following the directions provided in the plan.

The revised plan, in addition to its new structure, has dropped several objectives that were in the first Five-Year Plan that were recognized as operational/procedural in nature. Some of those were suggestions of routines that have since been incorporated in normal operational directions for the various units of the Library. Added to the revised plan, on the other hand, are considerably more service-directed goals, objectives, and tasks. Special attention has been given to The Chicago Public Library/Chicago Library System's efforts to expand its services to CLS affiliates and other cooperating libraries in the Chicago area.

Paralleling the development of the revised Five-Year Plan was the development of two sets of internal five-year plans, one for each of the units of Technical Processes and one for each unit of Management Services. Those detailed operational plans have not been included with the revised Chicago Public Library/Chicago Library System Five-Year Plan, but they constitute a valuable internal backup for two important support areas of the Library. Staff considers the preparation of the Five-Year Plan as a particularly useful planning process for individual units of the Library as well as an overall plan and aid in priority-setting for the entire system.

The Chicago Public Library/Chicago Library System will continue to provide for ongoing evaluation of the Five-Year Plan and will publish periodic progress reports.

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David L. Reich
Commissioner
March 1977

When the Common Council of the City of Chicago created The Chicago Public Library in 1872 "for the use of the inhabitants of the city,"[1] those inhabitants numbered approximately 300,000, a majority of them young, ambitious people attracted to the bustling city from various parts of the United States or directly from many other countries.[2] Those planning and organizing the new institution had no legal responsibilities to persons living outside the city's boundaries. The city, occupying somewhat less than twenty square miles, was undoubtedly seen as constituting the environment of the new Chicago Public Library.

A century later the boundaries of the city of Chicago enclosed 225.4 square miles, and its population was 3,369,359.[3] However, many factors affecting contemporary library usage and needs as well as state law now require that the state of Illinois and particularly, the Chicago Standard Metropolitan Statistical Area, be considered part of the immediate environment of The Chicago Public Library/Chicago Library System. Only a brief descriptive account of this environment will be given here to provide perspective for the System's first five-year plan.

The city of Chicago lies at the southwestern end of Lake Michigan on a lake plain which is extremely flat except for a few small islands and some sand bars, spits, and beach ridges. The plain is cut by the short Chicago River with its two branches and the Calumet River, both rivers much changed by man-made canals and channels. An obvious feature of the site is the excellent water transportation. Chicago has come to occupy more and more of the northeastern corner of Illinois; in fact, the United States Bureau of the Census now makes use of an entity known as the Chicago-Northwestern Indiana Standard Consolidated Statistical Area (CNISCA). By far the largest city in Illinois, Chicago is 193 miles from the state's capital, Springfield (1970 pop. 91,753), 139 miles from the main campus of the major state-supported university in Urbana-Champaign, and even farther from those southernmost counties of the state shaped by the Mississippi, Ohio, and Wabash Rivers. The interaction of these geographical facts with social, economic, and political factors has influenced Chicago's growth and development and in turn those of its Public Library.

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[1]Chicago, Common Council, Proceedings of the Common Council of the City of Chicago for the Municipal Year 1871-2, being from December 4th, 1871, to November 30th, 1872 (Chicago: Rand, McNally & Co., Printers, 1872), pp. 148-49.

[2]Gwladys Spencer, The Chicago Public Library: Origins and Backgrounds (Chicago: University of Chicago Press, /1943/), pp. 41-42.

[3]Figures used by the Illinois State Library. The first is from the 1960 Federal area census; the second is from the 1970 census, corrected.

In general, Chicago has been a center of relatively diversified industry and commerce, giving it a traditionally stronger economic posture than most cities in the United States. About thirty-three percent of Chicago's total employment is in manufacturing. An important change is the fact that the city's "single largest industrial employer is the new mass-produced, consumer-oriented electrical goods industry."[4] About sixty percent of Chicago's total employment centers in non-manufacturing categories, the four largest of which are service and miscellaneous; finance, insurance, and real estate; retail business; and wholesale trade.[5] However, about forty-five percent of employed Chicagoans have been estimated to be blue-collar craftsmen and laborers, a higher proportion than in many large cities.[6] This group is usually particularly hard-hit during periods of recession.

In the last fifteen to twenty years, the unemployment rate in the Chicago Metropolitan Statistical Area has generally been lower than the state or national rate, but currently it is 10.2 percent, and for Chicago itself the rate is 11.9 percent.[7] The basic reasons for unemployment in large urban areas such as Chicago are similar and distressingly familiar by now: the loss of jobs in the core city because of the migration of business and industry to suburban areas, concentrations of large numbers of workers with inadequate job skills in the core city, increasing shortages of energy and raw materials, and the recession and inflation of the 1970's.[8]

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[4]Irving Cutler, Chicago: Metropolis of the Mid-Continent (/Chicago/ : Geographic Society of Chicago, /1973/), p. 57.

[5]Chicago, Mayor's Council of Manpower and Economic Advisors, Chicago's Economy: A Summary (/Chicago/ : Mayor's Council of Manpower and Economic Advisors, 1974), /p. 4/.

[6]Lowell A. Martin assisted by Terence Crowley and Thomas Shaughnessy, Library Response to Urban Change: A Study of the Chicago Public Library (Chicago: American Library Association, 1969, p. 6.

[7]Chicago Daily News, October 3, 1975, p. 3.

[8]Cathleen Palmini, A Study of Urban Library Needs, prepared for the Urban Library Trustees Council (Urbana, Illinois: Library Research Center, Graduate School of Library Science, University of Illinois, 1972), pp. 1-3.

Chicago has long been an important center for all types of transportation, not only for the United States and Canada but for the world; this continues to be true, bringing both strength to the economy and problems of pollution. Local transportation has also been unusually good. The recent creation of a Regional Transportation Authority gives hope of strengthening and improving public transportation facilities so that residents may reach available jobs and have more nearly equal access to all types of services and so that air and noise pollution may be reduced.

In 1974 the Mayor's Council of Manpower and Economic Advisors "formulated three overall goals for Chicago designed to enhance the economic and social life of the city." Briefly, these goals are: (a) "Promoting Economic Development;" (b) "Improving the Quality of the Labor Force;" and (c) "Increasing Upward Mobility of Low-Income Population."[9] The Council emphasized the close relationship between progress toward these goals and both transportation policy and housing policy within the metropolitan region. The amount and kinds of unemployment, the levels of educational achievement, and the number of persons living in poverty in any area tend to be related, and all three factors influence the needs for, and usage of, library service as well as its availability.

Taken as a whole the Chicago metropolitan area is rich in health and social services provided both by governmental agencies and by privately supported, voluntary agencies in wide variety and of varying qualities,[10] but all residents do not have equal access to these services. There are two challenges to the public library in this field: the need to serve the many people working in or using the institutions and agencies and the need to play a part in improving access to them by providing information about, and referral to, them.

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[9]Chicago, Mayor's Council of Manpower and Economic Advisors, Chicago's Economy: A Summary, [p. 5].

[10]For a comprehensive listing of these and other types of agencies in Cook, DuPage, and Lake Counties, see Council for Community Services in Metropolitan Chicago, Social Service Directory, Metropolitan Chicago (Chicago: Council for Community Services in Metropolitan Chicago, 1971-72).

Whether or not the public library is defined as an educational institution in the strict sense, the impact of school-related student and teacher usage from those in K-12 school systems, colleges, and universities has been sharply felt by public libraries and especially by large central libraries in urban areas. In October, 1974, 385,603 children were enrolled in Chicago's 587 public elementary schools; 149,738 students attended the 71 public high schools; and these schools had 24,713 teachers.[11] Catholic, Lutheran, Jewish, and a wide array of other private schools enrolled additional thousands on the elementary and secondary levels. Even larger numbers attend the elementary and high schools in the suburban areas surrounding Chicago. Opportunities for post-secondary education in the Chicago area are also many and varied. There are more than 70 colleges and universities, including the junior or community colleges, in the metropolitan area as well as business, professional, technical, and trade schools of nearly every kind. There have long been numerous opportunities for adult, informal, liberal, continuing and similar types of educational experience for mature persons, and participation at this level is expected to increase.

Changes in the organization of schools, in teaching methods, and in the libraries or media centers of the schools themselves have effects on the services requested of, and offered by, the public libraries in the area. In recent years much emphasis has been placed on programs for the handicapped and for adults who for some reason have not completed elementary and/or high school; this concern is being accelerated by the article on education included in the 1970 Illinois Constitution. Early childhood education has also received increasing attention. The College Level Examination Program, the Learning Exchange, Study Unlimited, and other so-called non-traditional programs for learning and for obtaining academic credit for learning are attracting many participants and may change what is required or expected of public libraries.

Changes in the birth rate, population shifts, and other demographic factors affect educational institutions of all kinds and their relationships with public libraries. Such demographic changes are occurring rapidly in the Chicago metropolitan area, making efforts to project trends highly important in library planning as well as in planning for schools.

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[11] Chicago, Municipal Reference Library, Facts about Chicago (Chicago: Municipal Reference Library, 1974), pp. 2-3.

Another important aspect of the environment in which The Chicago Public Library/ Chicago Library System functions is that of participation in, and enjoyment of, all forms of artistic expression. Chicago is known throughout the world for the significance of its architectural development and for the quality of its Art Institute and Symphony Orchestra, but it has many other public and private organizations and institutions devoted to the visual and performing arts, and these are increasingly representative of all racial and ethnic groups in the area. An issue of the periodical, Chicago, gives an overview of such activities and is an indication of their importance in the life of the area.

The Chicago metropolitan area offers many forms of recreation. The Chicago Park District controls 486 parks and playgrounds, including twenty-eight miles of lake shore, and conducts many different recreational activities. The Forest Preserve District of Cook County, almost encircling the city of Chicago with its 62,000 acres, has attracted much favorable attention from its beginning and demonstrates that recreational resources can be saved and developed to the advantage of all those living in the area.[12] Private voluntary organizations and commercial organizations play important roles in the provision of recreation as they do in other fields. The concentration of large, nationally known institutions and organizations in sports and recreation as well as in the arts in the city of Chicago obviously places some special responsibilities on The Chicago Public Library/Chicago Library System.

It is frequently said that the resident of Chicago or the Chicago metropolitan area lives under many layers of government; to the individual the word, "maze," may seem more descriptive of his situation than "layers." There is justification for this feeling because in 1972 Cook County contained 520 local governmental units with the power to levy taxes.[13]

Keeping in mind that all local government units are created by the state government, the Chicagoan may think first of the government of his city (municipality). The mayor and fifty aldermen are elected for four-year terms; the city clerk and the city treasurer are also elected. Under these elected officials are a large number of departments, boards, commissions, and agencies, such as the Department of Purchases, Contracts and Supplies; the Chicago Board of Health; the Chicago Plan Commission; and the Municipal Reference Library.

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[12]League of Women Voters, The Key to Our Local Government: Chicago, Cook County, Metropolitan Area, 3d ed. (Chicago: Citizens Information Service of Illinois, 1972), pp. 86-88.

[13]Ibid., p. 7.

In addition to the government of the City of Chicago, the Chicago Park District (commissioners appointed by mayor), the Board of Education (members appointed by mayor), and the Junior College District (board members appointed by mayor) are governmental units with the same boundaries as the city.

Chicago is the county seat of Cook County, which is governed by sixteen County Board members (commissioners) and a president, elected for four-year terms. The Cook County Board also serves as the board for the Forest Preserve District, the Cook County Board of Health, and the Cook County Planning Commission. Nine elected trustees govern the Metropolitan Sanitary District of Greater Chicago, a separate municipal corporation serving most of Cook County.[14] The voters of Cook County elect the Superintendent of the Educational Service Region of Cook County, and those living outside the city of Chicago elect seven county school trustees. Both Chicago and Cook County qualify for home rule status under the 1970 Illinois Constitution.

Although Cook County is divided into thirty-eight townships, eight townships in Chicago are described as mainly inactive. Outside Chicago, townships in Illinois are often active governmental units. Of the tax-supported public libraries in the state in 1974, 136 were township libraries, a number only exceeded by the 207 city libraries; these two types made up well over half the 549 tax-supported public libraries in the state.[15]

Between these units at the city, township, and county level and those at the state level of government are a variety of regional governmental units such as the Regional Transportation Authority, the Northeastern Illinois Planning Commission, and others.

The fact that The Chicago Public Library is a department of the City of Chicago and is involved in what may be the most complex governmental structure in the country if one considers Cook County as a whole[16] affects every aspect of Library operations.

Of special importance for library planning is the fact that the resident of the Chicago metropolitan area has access to bookstores providing popular and scholarly books and periodicals, paperbacks of various types, textbooks, used and rare books, books and periodicals in various foreign languages, United States government publications, and such specialized types of material as church and Sunday School

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[14]Ibid., pp. 152-53.

[15]"Summary by Type of Library," Illinois Libraries 56 (October 1974): 606.

[16]Harvey M. Karlen, The Governments of Chicago (Chicago: Courier Publishing Company, 1958), p. 7.

publications, maps, the occult, civil service books, publications related to specific professions and hobbies, and so on. Some institutions such as the Art Institute and agencies such as the Citizens Information Service of Illinois have bookstores or sell publications at their headquarters. There are also sources for the purchase or rental of nonbook materials such as art prints, films, and recordings. Few American cities afford as many opportunities for direct examination and purchase. The existence of so many sources for purchase gives The Chicago Public Library/Chicago Library System special opportunities to buy for its own collections and to provide useful information to library patrons but does not diminish the need for library services.

The Chicago metropolitan area is also a regional and national publishing center although it produces more specialized works such as encyclopedias, directories, and textbooks than trade books. The metropolitan daily newspapers which serve a large surrounding region are published in Chicago as well as a variety of more specialized newspapers, magazines, and journals. Again, this means that special demands are made on the Public Library.

Not surprisingly, the Chicago metropolitan area is rich in libraries of all kinds, and it is important to view the services and resources of The Chicago Public Library/Chicago Library System in the perspective of both the historical development and the present operation of the other libraries in its area. Only a few major institutions and certain important relationships can be mentioned here or in the following section describing The Chicago Public Library/Chicago Library System.

The quantity and quality of library service provided to students and teachers by the K-12 schools and school systems in the Chicago area ranges from excellent to little or none. As has already been mentioned, this situation is bound to have implications for public libraries because of the large numbers of students and teachers in these schools.

The two major university libraries, holding nearly six million volumes between them, belong to private institutions, Northwestern University and the University of Chicago. The tax-supported colleges and universities in the Chicago area tend to have much smaller libraries, primarily because they have attained large enrollments and diversified programs only in very recent years. The Center for Research Libraries with its more than three million volumes in hard copy and microform is located in Chicago, but the purpose of this institution is to serve its members and associate members, over ninety institutions in the United States and elsewhere, which maintain it. Sixteen Chicago institutions are members or associate members.

Two excellent governmental libraries, the Municipal Reference Library and the Cook County Law Library, are located only a few blocks from the Temporary Central Library of The Chicago Public Library. Both these specialized libraries are open to the public, but they are primarily intended to serve those directly involved in city and county government and are located and organized with this in mind. This is generally true of other governmental libraries in the metropolitan area.

Two famous "public libraries" in the nineteenth-century meaning of that term are located in Chicago, the John Crerar Library and the Newberry Library. However, the Crerar loans books to members only, and the Newberry Library is for reference use only; both have become increasingly specialized in their collecting policies. The Ryerson and Burnham Libraries of the Art Institute of Chicago are specialized reference collections open directly only to members of the Art Institute, staff, and a few others. In general, it can be said that most of the academic and special libraries in the area are open directly only to those connected with the institution or organization supporting the library; this, of course, is a normal situation and only emphasizes the importance of public libraries for general users.[17]

The four library systems which geographically surround The Chicago Public Library/Chicago Library System, North Suburban Library System, DuPage Library System, Suburban Library System, and Bur Oak Library System, are among the strongest systems in the state because they serve large populations and include some old, well-established public libraries as well as several rapidly growing newer ones.

Important as are all the aspects of the Library System's environment discussed so far, planning for the System must begin with the people it does or should serve as individuals or in groups. Information about the characteristics of the people entitled to use The Chicago Public Library/Chicago Library System may be found in a wide range of sources, but it varies in the way it is organized, its recency, and its accuracy. A few key figures have been selected for use here to point up some of the problems and changes.

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[17]Illinois Regional Library Council, Libraries and Information Centers in the Chicago Metropolitan Area, ed. by Beth A. Hamilton and Eva R. Brown (Hinsdale, Illinois: Illinois Regional Library Council, 1973), pp. 247, 343, 41-42, 61, 83, 160, 223, 17-18.

The population of Chicago increased rapidly almost from its beginning until recent decades; in 1950 it was 3,606,436; in 1960, 3,550,404;[18] and in 1970, 3,369,359. During the same period the population of the part of Cook County outside Chicago grew from 886,193 to 2,125,412.[19] The population of the six-county Standard Metropolitan Statistical Area increased from 5, 177,868 in 1950 to 6,978,947 in 1970.[20] The 1,801,079 increase for the SMSA represented about three-fourths of the increase for the whole state (8,712,176 in 1950; 11,113,976 in 1970). In addition to those living and/or working in Chicago, it has been estimated that 14,345 tourists visit Chicago on an average day.[21]

Population may be analyzed by such characteristics as age, racial and ethnic background, educational achievement, economic level, physical and mental handicaps, and others to determine numbers of persons who may have a common problem or need. The size and geographical location of some of these groups continue to change rapidly both within Chicago and in the surrounding areas, requiring adjustments in planning services for them. Public libraries have provided decentralized services through branches and bookmobiles for many years, but the current trend to provide services to such groups as the physically and mentally handicapped on a similarly decentralized basis is making the library service needs of these persons a concern of local libraries. The need of analysis to reveal changes and trends like those just mentioned is obvious, but the difficulty of obtaining the accurate information necessary for such analysis has become a recognized problem.[22] Here is a major challenge to those responsible for providing library services.

Library planning and policy making must be based on a detailed knowledge of the present environment and on the best available projections of changes in the years ahead if it is to be user-oriented.

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[18]League of Women Voters, The Key to Our Local Government: Chicago, Cook County, Metropolitan Area, p. 5.

[19]Ibid., p. 202.

[20]Ibid., p. 202.

[21]Cutler, p. 125.

[22]Alan Merridew, "Minorities Hurt by Low Count in U. S. Census," Chicago Tribune, October 23, 1975, sec. 7, p. 1.

THE CHICAGO PUBLIC LIBRARY/CHICAGO LIBRARY SYSTEM
A BRIEF SURVEY OF ITS PAST AND PRESENT

The Chicago Public Library came into existence as the result of an ordinance passed on April 1, 1872, by the Common Council of the City of Chicago, establishing "a free public library and reading room for the use of the inhabitants of the city."[1] Although numerous association, subscription, and private libraries had provided books and periodicals for many Chicagoans up to that time, the desire of some citizens for a free public library had not yet been achieved when the Chicago Fire destroyed some three million volumes in existing libraries in 1871.[2] An act of the Illinois General Assembly, approved on March 7, 1872, had authorized cities, incorporated towns, and townships to establish and maintain free public libraries and reading rooms and had made specific provision to deal with the plight of Chicago.[3] The action in Chicago followed quickly, spurred by donations of books from England and elsewhere.[4]

Both the city of Chicago and free public libraries had changed greatly by the time the General Assembly enacted the Illinois Library Systems Act of August 17, 1965, which provided for the development of a network of public library systems covering the entire state.[5] To distinguish The Chicago Public Library/Chicago Library System more clearly from the seventeen other systems, which are cooperative systems, it has often been referred to as a consolidated system. The same Act designated The Chicago Public Library/Chicago Library System, subject to the approval of the Board of Directors of the Library, as one of the four Research and Reference Centers for the state; it is the only system whose headquarters library is also a Rearch and Reference Center.

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[1] Chicago, Common Council, Proceedings of the Common Council of the City of Chicago for the Municipal Year 1871-2, being from December 4th, 1871, to November 30th, 1872 (Chicago: Rand, McNally & Co., Printers, 1872), pp. 148-49.

[2] Gwladys Spencer, The Chicago Public Library: Origins and Background (Chicago: University of Chicago Press, /1943/), p. 41; Carleton Bruns Joeckel and Leon Carnovsky, A Metropolitan Library in Action: A Survey of the Chicago Public Library, University of Chicago Studies in Library Science (Chicago: University of Chicago Press, /1940/, pp. 28-30.

[3] Illinois, Public Laws of the State of Illinois Passed by the Twenty-Seventh General Assembly at the Regular, Special, and the Adjourned Sessions, Convened January 4, May 20, October 13, November 15, 1871 (Springfield: Illinois State Journal Print., 1872), pp. 609-11.

[4] Joeckel and Carnovsky, p. 30.

[5] Illinois, Illinois Library Laws in Effect, January 1, 1974 (/Springfield/: Michael J. Howlett, Secretary of State and State Librarian, /1974/), pp. 22-24.

The goal of the Illinois State Library as expressed in its 1972 Long-Range Plan for Library Development is:

> The assured provision of excellent library service for all the residents of the state so that the need for cultural, educational, informational, and recreational resources can be met, and the governmental and economic development of the state can be fostered.[6]

Progress toward achieving this goal requires the continuing development of the library systems throughout the state and especially the system located in the most densely populated area of the state.

The increasing need for cooperation between different types of libraries has resulted in various kinds of organizational structures. The Chicago Public Library/Chicago Library System became a charter member of the Illinois Regional Library Council, which was incorporated March 9, 1971, to facilitate cooperation among all types of libraries "in order to assure improved access to the materials and information in all the libraries and information centers within the area of the council for all residents of that area."[7] As indicated by its name and purpose, the Illinois Regional Council is not limited to libraries within the city of Chicago.

In the decade since 1965, Illinois has moved from public library systems to multitype library systems although this development is only in its early stages as yet. Currently nonpublic libraries (academic, special, and school) are joining the Illinois Library and Information Network (ILLINET) as affiliate libraries by signing a memorandum of agreement with the Illinois State Library and/or library system committing themselves to cooperation.[8] As of December, 1975, 32 of the 49 academic libraries and 48 of some 225 special libraries in Chicago had signed affiliation agreements with what is now more accurately called the Chicago Library System.[9]

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[6]Illinois State Library, "Meeting the Challenge: Illinois State Library's Long-Range Program for Library Development in Illinois 1972-77," Illinois Libraries 54 (November, 1972): 745.

[7]Illinois Regional Library Council, "The Five-Year Plan of the Illinois Regional Library Council, 1974-1979," Illinois Libraries 56 (November, 1974): 806.

[8]"Expanding ILLINET . . . Real Movement toward a Multitype Library Network," Illinois Libraries 57 (June, 1975): 371-81.

[9]Information supplied by Eva R. Brown, Coordinator of Interlibrary Cooperation, Chicago Library System, December 8, 1975.

The Chicago Public Library/Chicago Library System has had relationships with the federal government in specific areas of library service almost from its beginning. In 1876 the Library was designated as one of the depositories for publications of the United States Superintendent of Documents.[10] This changing and growing function has brought the Library large additions to its collections and the responsibility of making government publications available to the public. In 1931 The Chicago Public Library/Chicago Library System was selected as one of eighteen libraries to serve as regional centers for circulating books to the blind under the direction of the Librarian of Congress.[11] Again this function brought the Library much valuable material while requiring it to render a service to an area extending beyond the city of Chicago.

The financial structure which supports The Chicago Public Library/Chicago Library System parallels its service responsibilities. Under Illinois law, The Chicago Public Library is supported by funds received from a tax levied for library purposes by the corporate authorities. The levy for cities of over 500,000 population (i.e., Chicago) is limited to .12 percent of the value of all taxable property in the city, whereas other cities in the state may levy up to .15 percent.[12] An ordinance was passed by the Chicago City Council in 1976 under the "home rule" provision of the 1970 Illinois Constitution to authorize The Chicago Public Library to levy up to .17 percent for maintenance and operation, and the Library is now receiving .17 percent. Illinois law also permits an additional tax of .2 percent to be levied for library sites and buildings. The Chicago Public Library receives income from some sixteen special funds and bequests; such income can be expended only for the purposes named in each bequest. The gifts regularly received from the Friends of The Chicago Public Library in recent years are also earmarked for particular uses. Finally, the Library has receipts from fines on overdue materials, payments for lost or damaged materials, book rentals, fees for reserve requests, and other service charges.

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[10]Adelaide Winston, "Special Collections and Services," Illinois Libraries 54 (April, 1972): 304.

[11]Robert S. Bray, "Blind and Physically Handicapped, Library Service," Encyclopedia of Library and Information Science, ed. by Allen Kent and Harold Lancour (New York: Marcel Dekker, [1969]) 2:629, 636.

[12]Illinois, Illinois Library Laws in Effect, January 1, 1974, p. 5.

The Chicago Public Library/Chicago Library System receives funds from the state of Illinois in two basic categories: the Library Development Fund, which is intended for System purposes, and a basic annual grant as one of the four Research and Reference Centers of the state plus the standard reimbursement for each title searched and for each title loaned to another library system in the state.[13]

The Library's functions as Illinois Regional Library and Chicago Sub-Regional Library for the Blind and Physically Handicapped are supported by federal, state, and city funds.

The Chicago Public Library/Chicago Library System has received federal and/or state funds for a wide variety of specific projects and programs, such as the El Centro de la Causa Library Project, the Illinois Library Resources Enrichment Fund, Model Cities, Study Unlimited, Illinois System Staff Enrichment Project, Writing in Chicago, and others. Such projects are normally limited to a specified time period, and funds must be used for the purposes described in the project proposal.

A new form of federal aid to libraries in the form of revenue sharing funds obtained by applying to the local government became available in 1973.[14] The Chicago Public Library/Chicago Library System received $900,000 in revenue sharing funds in 1973,[15] $519,250 in 1974,[16] and was promised $800,000 for 1975.

Illinois library law vests the powers for the immediate organization and direction of a public library in a city in a board of directors, consisting of nine members appointed by the mayor, and gives the board the power "to appoint a competent librarian and necessary assistants."[17] The basic administrative structure which is now being developed for The Chicago Public Library/Chicago Library System consists of a group of Directors, who are responsible for direct services to the public and the internal operations which support the services to the public. Many aspects of the Library's operations are subject to city, state, or federal legislation and/or administrative rules and regulations.

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[13]Ibid., pp. 23-24.

[14]John T. Eastlick, "Financial Problems Affecting Metropolitan Libraries," Library Trends 23 (October, 1974): 212.

[15]Official Record of Board of Directors of the Chicago Public Library, October 14, 1974, p. 114.

[16]Information supplied by Benjamin B. Roseman, September 23, 1975.

[17]Illinois, Illinois Library Laws in Effect, January 1, 1974, pp. 6-7.

The collections and services of The Chicago Public Library/Chicago Library System can be described only in the briefest way here. At the end of Fiscal Year 1974, the collection of the Central Library (headquarters library for the System) was reported to contain 819,415 volumes (387,367 titles), 3,986 serial titles currently subscribed, 2,117 films, and 39,824 recordings.[18] The collections of the branch libraries vary widely in size and in types (formats) of library materials included. The Woodson Regional Library Center will not only have large collections of general materials but will provide suitable quarters for the Vivian G. Harsh Collection of Afro-American History and Literature. Finally, there are the special-purpose collections of the Department for the Blind and Physically Handicapped, housed at the Hild Regional Library; the RESPOND Services, housed at the Legler Regional Library; and the Multimedia Center at the Portage-Cragin Branch Library.

The Chicago Public Library/Chicago Library System provides a wide range of services, including the loan of many types of library materials for home use, the provision of materials for use within the Library's agencies, the provision of professional assistance in locating and using materials, and information service to those coming to the Library's agencies, telephoning, or writing. In order to carry out its obligation to make library services available to all, the Library endeavors to deliver its services to people where they are and in the forms which they are able to use. For example, materials, professional assistance, and programs are geared to meet the special needs of children, young adults, senior citizens, the blind and physically handicapped, those in institutions such as hospitals and prisons, various ethnic groups, and so on. Through an increasing number of specially funded or cooperative arrangements, the Library serves many persons and groups beyond the limits of the city of Chicago.

The Chicago Public Library/Chicago Library System is a key agency for the provision of information to the people of Chicago, but it is not the only agency providing information and consequently works in cooperation with a variety of other institutions and organizations. Fundamental to its function of providing and delivering library services is that of informing individuals and groups about the library services available to them. The Library makes use of displays of many types, posters, newspaper and magazine articles, publications such as booklists and calendars of events, television, radio, multimedia presentations, directional signs and similar utilitarian but essential devices, and other means of reaching its many publics. Similarly, all other activities of the Library have the primary purpose of supporting in the most effective ways possible the services given to the public.

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[18]"Statistics of Library Systems in Illinois, 1973-1974," Illinois Libraries 56 (December, 1974): 904.

As of May 31, 1975, The Chicago Public Library/Chicago Library System employed 1,827 persons on a full or part-time basis.[19] Library employees are classified as professional librarians, library associates, library clerks, custodians, guards, motor truck drivers, and pages; there are some very specific position titles such as graphic artist. As employees of a department of the City, Library staff members come under the jurisdiction of the City of Chicago Department of Personnel, and in turn the rules and regulations governing the appointment, status and tenure of the majority of local government employees in Illinois are regulated by civil service laws passed by the Illinois General Assembly. Thus policies and procedures affecting Library staff members may originate at the state, city, or institutional level. Federal laws, rules, and regulations apply when federal funds are involved in a project. Important city personnel policies include the requirements that entrance and promotion to Library positions be based on examinations and that Library employees live within the City of Chicago. Fringe benefits provided include a pension plan, paid hospitalization and medical-surgical insurance, sick leave, and paid vacation time. Training for employees of The Chicago Public Library/Chicago Library System is provided within the Library by the Personnel Office, the Staff Association, and individual units and agencies as well as being available through the City of Chicago Department of Personnel. In addition, the many academic institutions, professional organizations, and other agencies in the metropolitan area offer a wealth of opportunities for continuing education in many fields on all levels.

In 1976 The Chicago Public Library/Chicago Library System was housed in the following buildings: the 1897 building at 78 East Washington Street, now known as The Chicago Public Library Cultural Center; the Temporary Central Library, occupying approximately three floors of leased space in the Mandel Building at 425 North Michigan Avenue; the Carter G. Woodson Regional Library Center at 95th and Halsted Streets; seventy-five branch libraries (forty-four in rented space)[20] of varying sizes

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[19]Information supplied by Arlene Chamberlain, Director of Library Personnel.

[20]Ken Yamashita to Administrative Team, February 11, 1977.

scattered over the approximately 225 square miles within Chicago's boundaries; six reading and study centers, five of them located in space supplied by the Chicago Housing Authority in public housing projects; and several libraries located in space supplied by the Cook County Department of Corrections. A building to house the Illinois Regional Library for the Blind and Physically Handicapped was under construction. Between 1967 and January 1, 1977, the number of branches and extension agencies of various types rose from sixty-one to eighty-six, an increase of twenty-five. Between 1965 and January 1, 1977, thirty-eight public service agencies were housed in new quarters of some kind.[21] After a detailed study of the use of the Library's mobile units by a staff task force and action by the Board of Directors, three Traveling Branches (bookmobiles) remained in use giving daily service at three locations until they can be replaced with permanent branches.[22]

The Chicago Public Library/Chicago Library System has the sole or shared responsibility for rendering certain important services, particularly in the areas of information and education, to the people of a city with a population of over three million (3,369,359 according to the 1970 U. S. Census), a six-county metropolitan area with a population of 6,978,947, and a state with a population of 11,113,976. Because the city of Chicago is, and has long been, by far the largest city in Illinois and is surrounded by such a densely populated area, demands on its public institutions are inevitably heavy regardless of the obligations and financial support determined by law. As The Chicago Public Library/Chicago Library System enters its second century of service, it faces an even greater challenge than did the small new institution attempting to serve a city devastated by fire.

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[21] Information supplied by District Branch Chiefs. Avalon Branch was counted as in new quarters although a formal opening has not yet been held.

[22] Information supplied by the Director of Community Relations and Special Programs of Service, March 10, 1977. See also Chicago Public Library, Task Force to Study the Use of Mobile Units, "A Task Force Report of the Chicago Public Library's Use of Traveling Libraries," July 16, 1976.

The Five-Year Plan of The Chicago Public Library/Chicago Library System

1977 - 1981

GOAL: The goal of The Chicago Public Library/Chicago Library System is to provide quality library resources and services and equal opportunity of access to them by all Chicagoans regardless of their geographical location, economic, physical, or social condition, or level of intellectual achievement.

LONG RANGE GOAL FOR 1977-1981: To provide library services to all the people of Chicago through a system of Branch Libraries, a Central Library, a Cultural Center, a Regional Library, Reading and Study Centers, Special Programs of Service, and as needed, mobile service.

SPECIFIC GOALS:

I. To provide system-wide services and direction of concerns and study to support the member libraries (branches of The Chicago Public Library) and affiliate libraries' programs of service for their clientele of individuals and institutions in Chicago and beyond via ILLINET, IRLC, and other interlibrary, interagency, and communication networks and cooperative programs. (page 19)

II. To provide through a Central Library in a central location the services of a Reference and Resource Center for The Chicago Public Library/Chicago Library System serving all the people of Chicago and others through interlibrary loan and ILLINET. (page 31)

III. To provide the best possible library service to the communities and neighborhoods of Chicago through a system of branch libraries, regional libraries, and Reading and Study Centers. (page 35)

IV. To provide through a Cultural Center in a central location the services of a collection of popular reading materials, children's materials, and cultural and educational programming for all Chicagoans. (page 37)

V. To provide groups of individuals sharing common needs special programs of library service, such as the Illinois Regional (and Sub-Regional) Library for the Blind and Physically Handicapped, Study Unlimited, Model Cities, etc.
(page 39)

VI. To provide support services at a level to assure efficient operation of The Chicago Public Library/Chicago Library System so that the public services units will be free from support problems and will be effectively served with new materials, personnel, maintenance, supplies, equipment, etc.
(page 41)

SPECIFIC GOAL I: To provide system-wide services and direction of concerns and study to support the member libraries (branches of The Chicago Public Library) and affiliate libraries' programs of service for their clientele of individuals and institutions in Chicago and beyond via ILLINET, IRLC, and other interlibrary, interagency, and communication networks and cooperative programs.

SUBGOAL A: To improve bibliographic access to the collections of The Chicago Public Library/Chicago Library System and affiliate and other cooperating libraries in the Chicago Library System area and other libraries via ILLINET.

OBJECTIVE 1: To create a union catalog of all library materials owned by The Chicago Public Library/Chicago Library System.

TASK a. Develop a master plan for producing a usable record which will list all The Chicago Public Library materials and will indicate which agencies own them. The record will provide information sufficient to identify each item, will be capable of being relatively easily corrected and updated, will be of a kind that can be reproduced for use in multiple locations both within and outside the Chicago Library System. Task to be completed by the Director of the Central Library, appropriate members of the Central Library staff, and appropriate members of the Management Services staff and Technical Processes staff by February 1977.

TASK b. Award a contract with an outside firm to convert existing records in the various catalogs of the Library into a format appropriate for implementation of the master plan for a usable record for the production of a union catalog. Task to be completed by appropriate staff of the Central Library, Technical Processes and Management Services in cooperation with the City Department of Purchases, Contracts and Supplies by March 1977.

TASK c. Enter into and complete conversion program and the creation of a union catalog. Task to be completed by January 1978 by members of the Technical Processes staff, Central Library staff, and staff assigned specifically to this project.

TASK d. Provide copies of the union catalog to member libraries (branches of The Chicago Public Library) and make available to affiliate libraries, other library systems, institutions, and agencies for interlibrary loan, interagency, and network uses. Task to be completed by March 1978.

OBJECTIVE 2: To facilitate location of library materials in cooperating academic and special libraries in the Chicago Library System area.

TASK a. Identify existing union catalogs and union lists among other libraries' groups in the Chicago Library System area. Task to be completed by the Coordinator of Interlibrary Cooperation by February 1977.

TASK b. Negotiate with the contributors to these other union catalogs and lists for the cooperative use of them for location of materials by The Chicago Public Library/Chicago Library System and its member libraries (branches of The Chicago Public Library) and affiliate libraries. This task to be completed by the Coordinator of Interlibrary Cooperation by March 1978.

SUBGOAL B: To improve physical access to the materials in the collections of The Chicago Public Library/Chicago Library System and affiliate and other cooperating libraries in the Chicago Library System area.

OBJECTIVE 1: To improve the delivery of interagency and interlibrary loan materials throughout the Chicago Library System area.

TASK a. Improve the existing delivery schedule within The Chicago Public Library to assure the daily delivery to all Chicago Library System member libraries (branch libraries of The Chicago Public Library) and units located within buildings operated by The Chicago Public Library. Task to be completed by the Traffic Manager and the Director of Library Facilities and Equipment by May 1977.

TASK b. Improve delivery/pick-up services to/for affiliate libraries and other cooperating libraries. Task to be completed by the Coordinator of Interlibrary Cooperation by accomplishing the following:

(1) Study existing delivery service and pick-up locations and recommend to the Traffic Manager and Director of Library Facilities and Equipment changes by August 1977.

(2) Prior to initiating new/improved delivery service and pick-up locations provide training to affiliate libraries and other cooperating libraries for efficient use of the service and pick-up stations by October 1977.

OBJECTIVE 2: To improve system-wide circulation rules, regulations, and procedures to assure that all users (individuals and institutions) are treated equally and fairly in their borrowing of materials and the charging-out and return of those materials.

TASK a. The position of Coordinator of System-Wide Circulation Services will be created, budgeted, and filled by the Director of Library Personnel in cooperation with the Deputy Commissioner for Public Services by June 30, 1977.

TASK b. Implementation of the changes in circulation procedures recommended by the 1975 Task Force on Circulation Policies and Procedures will be planned for by the Coordinator of System-Wide Circulation Services (or another staff member designated by the Commissioner of The Chicago Public Library until the position of Coordinator of System-Wide Circulation Services is filled) for approval by the Administrative Team by November 1977. (See recommendations already implemented in the December 1976 Progress Report on The Evaluation of The Five-Year Plan of The Chicago Library System.)

TASK c. The Coordinator of System-Wide Circulation Services will study the problem of regaining possession of library materials that have been retained by borrowers for an inordinate length of time toward assuring for the maintaining of the strength of the Library's collections for the use of all and to reduce replacement costs. The Coordinator will also study the practices in use in other libraries for retrieval of overdue materials and will make recommendations to the Administrative Team by March 1, 1978.

TASK d. The Coordinator of System-Wide Circulation Services and the Systems Analyst will study the feasibility of converting the existing circulation control system to an automated system and report to the Administrative Team by May 1978.

OBJECTIVE 3: To improve procedures for the use of interlibrary loan and ILLINET services by patrons of The Chicago Public Library.

TASK a. Develop procedures whereby patrons of The Chicago Public Library can enjoy access to interlibrary loan services (requesting, receiving, and returning) at locations throughout the system in addition to the Central Library. Task to be completed by members of the staff of the Interlibrary Loan Center of the General Information Services Division of the Central Library in cooperation with appropriate members of the Branch Libraries staff and the Traffic Manager by August 1977.

OBJECTIVE 4: To refine utilization of the INFOPASS program by The Chicago Public Library/Chicago Library System staff.

TASK a. Conduct workshops in cooperation with the Illinois Regional Library Council for divisional staff of the Central Library and branch staff responsible for issuing INFOPASS at Woodson, Hild, Legler, Woodlawn, Jefferson Park, Portage-Cragin, and Brighton Park. This will be accomplished by the Coordinator of Interlibrary Cooperation with assistance from the staff of IRLC each year.

TASK b. Increase the INFOPASS distribution points throughout the system by 5 in 1978 and an additional 5 in 1979. To be accomplished by the Coordinator of Interlibrary Cooperation in cooperation with the Director of Branches and Regional Libraries.

SUBGOAL C: To improve the quality of reference and information services to member libraries (branches of The Chicago Public Library) and affiliate libraries.

OBJECTIVE 1. To provide computer search service via the New York Times Information Bank.

TASK a. Develop a plan for the cooperative use of the New York Times Information Bank as part of the Illinois Regional Library Council's Chicago Area Computer Information Centers Program. Plan to be developed by staff of the Central Library's General Information Services Division in cooperation with staff of IRLC by February 1977.

TASK b. Arrange for the installation of the New York Times Information Bank in the Central Library by March 1977. Task to be completed by staff of the General Information Services Division and the Director of Library Facilities and Equipment in cooperation with staff of IRLC.

TASK c. Staff receive training in use of the New York Times Information Bank arranged for by the Illinois Regional Library Council during spring 1977.

TASK d. Institute program of service using New York Times Information Bank. Task to be completed by staff of the General Information Services Division of the Central Library on May 1, 1977.

OBJECTIVE 2: To develop a Reference/Information Services Policy for providing reference and information services to member libraries and affiliate libraries in order to achieve consistency of service.

TASK a. Study exisiting policies of The Chicago Public Library, the Research & Reference Centers (of the state of Illinois), and others that may be identified, and take direction from the Reference/Information Services Policy to be developed by the Central Library by December 31, 1977. Task to be accomplished by a task force made up of system-wide public service staff members, the Coordinator of Interlibrary Cooperation, and representatives of affiliate libraries to be appointed by the Commissioner of The Chicago Public Library by December 1977 for completion by March 31, 1978. (Relates to II., B., 1., a.)

TASK b. The task force will recommend a Reference/Information Services Policy to the Administrative Team by April 1, 1978.

TASK c. The Administrative Team will study the recommendations and approve and issue the policy statement by June 1978.

SUBGOAL D: To continue the program of fostering interlibrary cooperation within the Chicago Library System area.

OBJECTIVE 1: Provide for the continuation of the position of Coordinator of Interlibrary Cooperation with appropriate staff and services beyond the outside-funded period. (This objective will be met by including the position in future budgets of The Chicago Public Library/Chicago Library System.)

OBJECTIVE 2: To continue the effort to attract libraries to affiliate membership in the Chicago Library System to provide for a wider base of library cooperation and greater resources to be shared cooperatively.

TASK a. The Coordinator of Interlibrary Cooperation will visit non-affiliated libraries to explain the system and the advantages of affiliation aiming at adding at least twenty new affiliates in 1977.

TASK b. The Coordinator of Interlibrary Cooperation will study the remaining non-affiliated libraries to determine appropriate approaches to those libraries to interest them in affiliation with the Chicago Library System and to determine those unlikely to join the system. This task will be completed by December 1978.

OBJECTIVE 3: To continue working with the Illinois Regional Library Council, other organizations and agencies, and other libraries and institutions to promote interlibrary cooperation and cooperative projects within the Chicago Library System area. (This objective is an ongoing responsibility of the Coordinator of Interlibrary Cooperation; progress in this matter will be reported in progress reports of the five-year plan.)

OBJECTIVE 4: To participate in the ongoing effort to assure good communication between The Chicago Public Library/Chicago Library System and its member libraries and affiliate libraries and the staffs of those libraries and among all of the libraries in the Chicago Library System area.

TASK a. Continue to publish the CHICAGO LIBRARY SYSTEM COMMUNICATOR on a regular basis. Task to be accomplished by and as an ongoing responsibility of the Coordinator of Interlibrary Cooperation each year.

TASK b. Cooperate with the Illinois Regional Library Council to publish bi-monthly an inclusive calendar, JOINT LISTING OF CHICAGO AREA LIBRARY EVENTS AND ACTIVITIES. Task to be accomplished by and as an ongoing responsibility of the Coordinator of Interlibrary Cooperation each year.

TASK c. The Coordinator of Interlibrary Cooperation will investigate other means of communicating with the staffs of the member libraries, affiliate libraries, and cooperating libraries on matters of common interest within the Chicago Library System. Task to be accomplished by and as an ongoing responsibility of the Coordinator of Interlibrary Cooperation each year.

SUBGOAL E: To provide realistic library services to students of all levels, formal and informal, through the various units of The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To identify the use of The Chicago Public Library services by students/ learners throughout the Chicago Library System area.

TASK a. A representative group will be appointed to study the present use of all facilities of The Chicago Public Library/Chicago Library System by those enrolled in the secondary and post-secondary educational institutions of all types in the area as well as independent learners and to consider possible future trends in such usage. The study group will consist of staff members in appropriate positions in The Chicago Public Library/Chicago Library System, staff members who may volunteer because of special knowledge or interest, the Coordinator of Interlibrary Cooperation, and representatives of those served. The study group will be appointed by the Commissioner of The Chicago Public Library by September 1977 to report to the Administrative Team by February 1978.

TASK b. Appoint a Young Adult Specialist to provide appropriate attention to this particular segment of the population, in large part students. Position to be advertised by May 1977 and filled by August 1977.

OBJECTIVE 2: To improve cooperation with the administrations of the public, parochial, and private schools in the Chicago Library System area.

TASK a. The Commissioner, the Deputy Commissioner for Public Services, and the Director of Community Relations and Special Programs of Service will continue efforts to obtain a commitment from the Superintendent of the Chicago Public Schools for the assignment by the Superintendent of an administrative-level liaison with The Chicago Public Library/Chicago Library System. This effort will be continued through 1977 or until a public school liaison is appointed.

TASK b. Institute communication with administrators of the parochial and private schools. Task to be accomplished by the Director of Community Relations and Special Programs of Service, the Director of Branches and Regional Libraries, and the Coordinator of Interlibrary Cooperation, working cooperatively and, where appropriate, jointly. This task will be completed by December 1977 but will be continued on an ongoing basis.

OBJECTIVE 3: To train and encourage staff members to work directly with members of teaching faculties and librarians in local schools at all levels.

TASK a. The Director of Branches and Regional Libraries, the Director of Community Relations and Special Programs of Service, and the Young Adult Specialist will work with the Assistant Director of Library Personnel for Training in developing a training program for all children's librarians and librarians working with young people and young adults concerning approaches to and methods of working with local school personnel, including principals, teachers, and school librarians. The training program will be designed by March 1978 for training sessions to begin in May 1978.

TASK b. A segment of the orientation program for new children's librarians and librarians working with young people and young adults will be developed by the Assistant Director of Library Personnel for Training with the assistance of the Director of Branches and Regional Libraries, the Director of Community Relations and Special Programs of Service, and the Young Adult Specialist by August 1978. Evaluation of the training program to be developed for existing staff and to be effected beginning in May 1978 (Task b. above) will be considered in the development of this program.

OBJECTIVE 4: To expand learning opportunities for adults and to provide more information about learning opportunities in the library through such efforts as the Study Unlimited Program.

TASK a. The Director of the Study Unlimited Program will continue to work with appropriate members of the staff of the City Colleges to improve the learning assistance services provided by the Study Unlimited Program in cooperation with the City Colleges and to provide for an orderly expansion of the program throughout the Chicago Library System. This task is to be accomplished on an ongoing basis.

TASK b. An umbrella name for the total independent learner assistance program of The Chicago Public Library/Chicago Library System will be determined. This task will be completed by April 1977 by the Director of the Study Unlimited Program for approval by the Commissioner of The Chicago Public Library.

TASK c. The total independent learner assistance program will include Study Unlimited and will be expanded to include other learning programs through academic institutions in addition to the City Colleges. Approaches to other institutions will be accomplished by the Director of the Study Unlimited Program beginning in May 1977; initial visits will be completed by September 1977. The effort to work with the institutions will continue on an ongoing basis.

SUBGOAL F: To improve access to nonprint materials throughout the Chicago Library System for all users. (See objectives met and tasks accomplished in the December 1976 Progress Report on The Evaluation of The Five-Year Plan of the Chicago Library System.)

OBJECTIVE 1: To increase among the public service staff members their awareness of the availability of nonprint materials, the appropriateness of such materials to the various units and collections in the system, budgetary implications when purchasing nonprint materials, and selecting procedures.

TASK a. The Chicago Public Library/Chicago Library System will consider adding to its staff a media specialist(s) to provide assistance in the selection and use of nonprint media and equipment. This task to be undertaken by the Deputy Commissioner for Public Services and the Deputy Commissioner for Management Services and completed by May 1977 for inclusion in budget request for FY 1978 if appropriate.

TASK b. Information gained through the community studies (to be accomplished by each public service unit) will be studied for possible suggestions concerning needs for nonprint materials and equipment in the various agencies of the system. Task to be accomplished by the Directors of the public service units as part of the community studies.

OBJECTIVE 2: To continue the progress realized in 1976 of improving access to films through study and reorganization of The Chicago Public Library's Audiovisual Center.

TASK a. A task force made up of AV Center staff members and other public service staff members will be appointed by the Commissioner of The Chicago Public Library in January 1978 to define clearly the function of the Audiovisual Center toward the possibility of renaming the center to better describe its function to report to the Commissioner by April 2, 1978.

TASK b. To better serve branch libraries with audiovisual materials and equipment, continue studying the advisability of developing regional/district centers for the control of audiovisual materials and equipment. Task to be completed January 16, 1978 by appropriate members of the staff to be appointed by the Commissioner of The Chicago Public Library in September 1977 and the Director of Branches and Regional Libraries.

SUBGOAL G: To provide for clearer understanding and general acceptance of the materials selection policy of The Chicago Public Library/Chicago Library System by all staff members concerned with selection throughout the system in order to assure the best possible approach to collection development designed to meet the needs of the users of The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To update the Materials Selection Policy of The Chicago Public Library (1970).

TASK a. A group representing all types of units for which materials are selected will be appointed by the Commissioner of The Chicago Public Library to prepare a revised materials selection policy. The revision group will be appointed by April 1977 for completion of the revision by April 1979.

TASK b. An internal policy concerning the weeding of collections will be developed to be included in the revised materials selection policy. This policy statement will be prepared by the Directors of the public service units by April 1978.

TASK c. The provision for a last copy center will be included in the report of the materials selection policy revision group for consideration by the Administrative Team in April 1978 for possible inclusion in the revised materials selection policy.

OBJECTIVE 2: To decide what special types of materials will be a responsibility for The Chicago Public Library/Chicago Library System to collect and maintain collections of, what areas of those collections will be emphasized, and what staff member(s) or unit will be responsible for them.

TASK a. The Board of Directors of The Chicago Public Library/Chicago Library System with appropriate members of the staff will study the question of special collections and archives through a series of special meetings beginning in March 1977.

TASK b. Identify, utilize, and publicize the special collections of materials which already exist in The Chicago Public Library/Chicago Library System and strengthen the collection where necessary.

(1) The Special Collections Librarian will continue studying the entire collections to locate the remaining parts of special collections known to have existed in the past within the system, to determine their present value and usage, and to recommend future policy in regard to them. A general inventory will be completed by April 1978.

(2) The Special Collections Librarian will consider the special collections of affiliate libraries and other libraries and private collectors in the Chicago Library System area that can be identified, suggest the implications of the existence of those collections on the development and maintenance of special collections within The Chicago Public Library/Chicago Library System, and enter into conversations with those who hold the other collections concerning cooperative development of special collections in the area. This task to be accomplished initially by September 1978 and continued on an ongoing basis.

SUBGOAL H: To provide for increased public awareness of the library services available through The Chicago Public Library/Chicago Library System by developing and coordinating all means of communication between the libraries and their publics.

OBJECTIVE 1: To improve publicity and public awareness programs within the system by providing for effective coordination among all staff members involved with intercommunication between the system and its varied publics, both present and potential.

TASK a. A comprehensive plan for coordinating the work of staffs of the Office of Library-Community Relations /Public Relations/ ; Broadcasting Department; Displays and Graphics Unit; Coordinator of Programs and Exhibits for The Chicago Public Library Cultural Center; and the other units and staff members directly concerned with intercommunication between The Chicago Public Library/Chicago Library System and its publics, will be developed by representatives of those staffs by October 1978.

TASK b. Orientation sessions (to be developed by the Assistant Director of Library Personnel for Training in cooperation with appropriate members of the staff) will include segments on publicity and public awareness programming. (See progress in the training of Public Relations in the December 1976 Progress Report of The Evaluation of the Five-Year Plan of The Chicago Public Library System.)

SUBGOAL I: To improve financial support of The Chicago Public Library/Chicago Library System through an aggressive fund raising program and support of library legislation at all levels of government designed to provide additional or new revenues for The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To give support to those organizations, institutions, and individuals working for library legislation beneficial to The Chicago Public Library/Chicago Library System and other public libraries, cooperative library programs, library networks, etc.

TASK a. The Commissioner of The Chicago Public Library or his designee will call to the attention of the members of the staff, the Board of Directors of The Chicago Public Library/Chicago Library System, and officials of the City of Chicago pending legislation on all governmental levels and its possible effects on The Chicago Public Library/Chicago Library System, its member libraries (branch libraries of The Chicago Public Library), its affiliate libraries, and other libraries. This is an ongoing task.

TASK b. The Board of Directors of The Chicago Public Library/Chicago Library System will study proposed ordinances and bills dealing with library financial matters and act to seek support of appropriate ordinances and bills. This is an ongoing task.

TASK c. The Board of Directors of The Chicago Public Library/Chicago Library System and the Commissioner of The Chicago Public Library will work with library organizations to develop methods of assisting in legislative support where appropriate. This is an ongoing task.

OBJECTIVE 2: To increase the number of and amounts of gifts of private funds for The Chicago Public Library/Chicago Library System.

TASK a. To remain aware of possible sources for gifts of private funds, appropriate staff member(s) will be assigned the responsibility for collecting such information, maintaining records of efforts made or in progress by any individual or group connected with The Chicago Public Library/Chicago

Library System, and studying similar activities by other public libraries and, especially, other libraries within the Chicago Library System area. The assignment of appropriate staff member(s) will be accomplished by the Commissioner of The Chicago Public Library by November 1978 for a first report(s) due June 1979.

TASK b. The Board of Directors of The Chicago Public Library/Chicago Library System will continue during 1977 consideration begun in 1976 of the possibility of adding a professional fund raiser to the staff of The Chicago Public Library/Chicago Library System.

SPECIFIC GOAL II: To provide through a Central Library in a central location the services of a Reference and Resource Center for The Chicago Public Library/Chicago Library System serving all the people of Chicago and others through interlibrary loan and ILLINET.

SUBGOAL A: To provide programs of Central Library service aimed at meeting the needs of Chicagoans.

OBJECTIVE 1: To determine the library service needs of those served by the Central Library.

TASK a. The Director of the Central Library will be assigned the responsibility for conducting a community study of the loop area to be completed by September 30, 1977. (Relates to IV., A., 1., a.)

TASK b. The Director of the Central Library, with the assistance of the Central Library Division Chiefs, will analyze the community study to develop an outline of service objectives by March 31, 1978. (Relates to IV., A., 1., b.)

TASK c. Service objectives developed will have specific dates for institution and/or completion. The Director of the Central Library will have the responsibility for monitoring the service program to determine that objectives are accomplished as specified. (Relates to IV., A., 1., c.)

TASK d. The Director of the Central Library, with the assistance of the Central Library Division Chiefs, will update the community study and reexamine service objectives no later than December 1980. (Relates to IV., A., 1., d.)

SUBGOAL B: To provide improved reference services to all Chicagoans.

OBJECTIVE 1: To develop a reference/information service policy for the Central Library.

TASK a. The Director of the Central Library will appoint an ad hoc committee composed of Subject Division reference librarians and Information Center librarians chaired by the Chief of the General Information Services Division to develop a Reference/Information Service Policy Statement for the Central Library that will delineate service policy to the public, to branches and regionals, to affiliate libraries and to ILLINET. To be accomplished by December 31, 1977. (Reference Policy Statement will be developed with the aid of the "Guidelines for Reference/Information Service" published by the ALA/RASD Committee on Reference Standards) (Relates to I., C., 2., a.)

TASK b. The Director of the Central Library, with the assistance of the Chief of the General Information Services Division will review the present methods of gathering reference statistics with the purpose of developing uniform definitions and forms for data gathering. Data gathering must be compatible with State Library requirements. To be accomplished by November 30, 1977. (The ALA/LAD/LOMS Committee on Reference Statistics Definitions on Information Contacts will be used as guidelines)

SUBGOAL C: To provide more useful and usable library materials collections. (Relates to IV., B.)

OBJECTIVE 1: To develop detailed collection development policies for all divisions of the Central Library. (Relates to IV., B., 1.)

TASK a. Each Division Chief, with the assistance of reference staff, will be assigned the responsibility for formulating a detailed collection development policy statement for his/her division using the Library of Congress classification outline as the minimum level of collection depth assignment. To be accomplished by December 31, 1980. (Relates to IV., B., 1., a.)

TASK b. Each Division Chief, with the assistance of reference staff, using the "Guidelines for the Formulation of Collection Development Policies" published by the ALA/RTSD Collection Development Committee in the Winter, 1977 issue of Library Resources and Technical Services, will be responsible for assigning levels of collection development for a minimum of twenty-five percent of each division's materials collection in each of the next four years, 1977 through 1980. (Relates to IV., B., 1., b.)

TASK c. Publish collection development policies in parts, as completed, for use throughout the system and ILLINET. To be accomplished as completed 1977 through 1980. (Relates to IV., B., 1., c.)

TASK d. The Director of the Central Library, with the Division Chiefs, will review and evaluate the entire Central Library Collection Development Policy Statement when completed to assure its consistency with the Central Library Philosophy/Function Statement. To be accomplished by March 1981. (Relates to IV., B., 1., d.)

TASK e. Publish the Central Library Collection Development Policy Statement for use throughout the system and ILLINET. To be accomplished by December 1981. (Relates to IV., B., 1., e.)

TASK f. The Head of the Interlibrary Loan Center will be assigned the task of analyzing requests for library materials and information from branches, affiliate libraries, other library systems and reference and research centers. As, and if, patterns of subject requests develop, the Head of the Interlibrary

Loan Center will inform appropriate Division Chiefs of such patterns as an aid in the formulation or revision of collection development policies. To be accomplished simultaneously with the formulation of the Central Library Collection Development Policy Statement.

SUBGOAL D: Plan and provide appropriate Central Library services in the loop area of Chicago. (Relates to IV., C.)

OBJECTIVE 1: Develop a Philosophy/Function Statement for a Central Library in the loop area of Chicago. (Relates to IV., C., 1.)

TASK a. The Commissioner will appoint a Task Force To Develop a Philosophy and Function Statement for a New Central Library. Task Force will include representatives from the Board of Directors, library users and a representative from the City of Chicago Bureau of Architects. To be accomplished by June 30, 1977. (Appointed in 1976) (Relates to IV., C., 1., a.)

OBJECTIVE 2: To build a new Central Library in the loop area of Chicago.

TASK a. Upon approval by the Board of Directors of the Philosophy and Function Statement the Commissioner will appoint a Task Force to Develop a Detailed Building Program Statement for a New Central Library based on the approved statement. This Task Force will include a representative from the Board of Directors and from the City of Chicago Bureau of Architecture. To be accomplished by December 31, 1978.

TASK b. Upon approval of the Building Program Statement by the Board of Directors, the Commissioner will work with the appropriate members of the City of Chicago government to obtain a site and the funds to build a new Central Library in a central location. To be accomplished by December 31, 1979.

TASK c. Upon obtaining commitment to, and funds for, a new Central Library, the Board of Directors, based on the recommendations of the Commissioner, Deputy Commissioners, and Director of the Central Library, each with appropriate members of City agencies will select an architect and interior designer to translate the building program into a building design. To be accomplished by June 30, 1980.

SUBGOAL E: To provide access to significant special collections within the Central Library.

OBJECTIVE 1: Utilize newspaper collections of the Central Library.

TASK a. The Head of the Newspapers and General Periodicals Section of the General Information Services Division and the Director of Systems Engineering will study the possibility of indexing, updating, and publishing a computerized list of local area newspaper holdings. To be accomplished and report with recommendations submitted to the Administrative Team by December 31, 1978. (Relates to I., G., 2.)

SPECIFIC GOAL III: To provide the best possible library service to the communities and neighborhoods of Chicago through a system of branch libraries, regional libraries, and Reading and Study Centers.

SUBGOAL A: To provide programs of branch library services aimed at meeting the needs of Chicagoans.

OBJECTIVE 1: To determine the library service needs of those served by branch libraries, regional libraries, and Reading and Study Centers.

TASK a. Each branch head will be responsible for conducting a study of the community served by the branch he/she supervises based on the geographical area determined by the Director of Community Relations and Special Programs of Service. Initial community studies should be completed by December 31, 1977, and continued on an ongoing basis.

TASK b. The Director of Community Relations and Special Programs of Service will provide guidelines and assistance for the study to insure that methods of acquiring certain basic information will be uniform throughout the city so that the data collected will be comparable. This task should be accomplished by June 1977.

TASK c. Each branch unit will develop a "Plan of Service" with long range goals and short term goals based on the findings from its study. This task to be accomplished by April 1978 after the community studies are completed.

SUBGOAL B: To improve access to nonprint materials throughout the communities served by branches.

OBJECTIVE 1: To provide more nonprint materials through branches where need has been identified.

TASK a. The Branch District Chiefs, the Age Group Specialists, and the Media Specialists in conjunction with the appropriate branch heads will use the information learned through the community studies to identify branches where service might be enhanced through a wider use of nonprint materials. This task should be accomplished by May 1, 1978, after the community studies are completed.

TASK b. Include in FY 1979 budget requests materials and equipment determined in Task a. above. Task to be accomplished in May 1978 by The Director of Branches and Regional Libraries and the Director of Library Finance.

SUBGOAL C: To improve library services to groups with special needs and/or characteristics.

OBJECTIVE 1: To provide improved library services to senior citizens.

TASK a. Appoint a Senior Citizens Service Specialist to assist branches with planning appropriate programs for the aging. Task to be accomplished by November 1977.

TASK b. Each branch head will identify those agencies such as nursing homes, nutrition sites, homes for the aging, etc. in his/her community as determined from the community study. This task to be accomplished by August 1, 1978.

TASK c. Each branch head will plan a program of service based on the needs of the senior citizens in his/her community. The plan is to be made in conjunction with the Senior Citizens Services Specialist and will be submitted to the Director of Branches and Regional Libraries by October 1978, for implementation in January 1979.

TASK d. The Senior Citizens Services Specialist will maintain contact with the Mayor's Office for Senior Citizens and with other agencies serving the aging for the purpose of coordinating library service throughout the network of branches and to make recommendations to initiate new programs and to strengthen ongoing services.

OBJECTIVE 2: To provide improved library services to young adults.

TASK a. The Young Adults Specialist (when appointed) working with librarians in the branches will design programs of service for young adults using information gained from the community studies. Task to be accomplished by April 1978.

SUBGOAL D: To provide materials that more adequately meet the needs of the community.

OBJECTIVE 1: To produce Collection Development Policy Statements relevant to the make-up of the community served.

TASK a. Each branch head and his/her staff will be responsible for producing Collection Development Policy Statements by April 1979.

TASK b. The Director of Branches and Regional Libraries will be responsible for publishing the statements so that other branches, the Central Library, and the Cultural Center are aware of the selection policies of each branch. This task should be accomplished by July 1979.

SPECIFIC GOAL IV: To provide through a Cultural Center in a central location the services of a collection of popular reading materials in languages spoken by residents of Chicago, audiovisual materials, children's materials, and cultural and educational programming for all Chicagoans.

SUBGOAL A: To provide programs of Cultural Center services aimed at meeting the needs of Chicagoans. (Relates to II., A.)

OBJECTIVE 1: To determine the needs of those served by the Cultural Center. (Relates to II., A., 1.)

TASK a. The Director of the Cultural Center will be assigned the responsibility for conducting a community study of the loop area. To be accomplished by September 30, 1977. (Relates to II., A., 1., a.)

TASK b. The Director of the Cultural Center, with the assistance of the Cultural Center Unit Heads, will analyze the community study to develop an outline of service objectives. To be accomplished by March 31, 1978. (Relates to II., A., 1., b.)

TASK c. Service objectives developed will have specific dates for institution and/or completion. The Director of the Cultural Center will have the responsibility for monitoring the service program to determine that objectives are accomplished as specified. (Relates to II., A., 1., c.)

TASK d. The Director of the Cultural Center, with the assistance of the Cultural Center Unit Heads, will update the community study and reexamine service objectives no later than December 31, 1979. (Relates to II., A., 1., d.)

SUBGOAL B: To provide more useful and usable library materials collections. (Relates to II., C.)

OBJECTIVE 1: To develop detailed collection development policies for the Popular Library and the Thomas Hughes Children's Library and the Audiovisual Center. (Relates to II., C., 1.)

TASK a. The Head of the Popular Library, Head of the Audiovisual Center, and the Head of the Thomas Hughes Children's Library will be assigned the responsibility for formulating a detailed collection development policy for his/her section. To be accomplished December 1978. (Relates to II., C., 1., a.)

TASK b. The Head of the Popular Library, Head of the Audiovisual Center, and the Head of the Thomas Hughes Children's Library using the "Guidelines for the Formulation of Collection Development Policies" published by the ALA/RTSD Collection Development Committee in the Winter, 1977 issue of Library Resources and Technical Services, will be responsible for assigning levels of collection development for a minimum of fifty percent of each unit's materials collection in each of the two years, 1978 and 1979. (Relates to II., C., 1., b.)

TASK c. Publish collection development policies in parts, as completed, for use throughout the system and ILLINET. To be accomplished as completed 1978 and 1979. (Relates to II., C., 1., c.)

TASK d. The Director of the Cultural Center, with the Head of the Popular Library, Head of the Audiovisual Center, and the Head of the Thomas Hughes Children's Collection, will review and evaluate the entire Cultural Center Collection Development Policy Statement when completed. To be accomplished by March 31, 1980. (Relates to II., C., 1., d.)

TASK e. Publish the Cultural Center Collection Development Policy for use throughout the system and ILLINET. To be accomplished by December 31, 1980. (Relates to II., C., 1., e.)

SUBGOAL C: Plan and provide appropriate Cultural Center services in the loop area of Chicago. (Relates to II., D.)

OBJECTIVE 1: Develop a detailed philosophy/function statement for a Cultural Center in the loop area of Chicago. (Relates to II., D., 1.)

TASK a. The Commissioner will appoint by August 1977 a Task Force, headed by the Director of the Cultural Center, to develop a detailed philosophy and function statement for a Cultural Center. To be accomplished by March 31, 1978. (Relates to II., D., 1., a.)

SUBGOAL D: Improve access to nonprint library materials for all Chicagoans.

OBJECTIVE 1: To ease borrowing of 16mm film.

TASK a. The Audiovisual Center will investigate the possibility of lending 16mm films on individual library cards rather than restricting their use to groups. (Accomplished, report sent to Administrative Team, December 1976.)

TASK b. The Administrative Team will review report as submitted and, if in accord with recommendations, will submit to the Board of Directors for approval as policy. To be accomplished by April 1977.

SPECIFIC GOAL V: To provide groups of individuals sharing common needs special programs of library service, such as the Illinois Regional (and Sub-Regional) Library for the Blind and Physically Handicapped, Study Unlimited, Model Cities, etc.

SUBGOAL A: To provide improved library services to blind and physically handicapped people.

OBJECTIVE 1: To carry out the subgoals and objectives in the approved "Plan of Service" of the Illinois Regional Library for the Blind and Physically Handicapped for FY 1977 and those for succeeding years.

OBJECTIVE 2: To observe on a continuing basis the provisions of the contractual agreements existing between The Chicago Public Library, The Library of Congress, and the Illinois State Library.

OBJECTIVE 3: Construct a new building to house the Illinois Regional Library for the Blind and Physically Handicapped and the Chicago Sub-Regional Library for the Blind and Physically Handicapped in accordance with design approved by The Chicago Public Library Board of Directors on April 14, 1975. Procedures for carrying out this task will be found in the annual Plans of Service for the Illinois Regional Library for the Blind and Physically Handicapped.

OBJECTIVE 4: To provide library services to handicapped persons unable to use the Illinois Regional Library for the Blind and Physically Handicapped.

TASK a. The Director of Community Relations and Special Programs of Service will identify groups of persons prevented by physical handicaps from normal access to the service of the Library by December 31, 1978.

TASK b. The Director of Community Relations and Special Programs of Service will investigate the various kinds of assistance presently provided by the Library such as "Books for the Homebound Service," and make recommendations to insure that handicapped people have increased access to the Library's services. This task should be accomplished by December 31, 1978.

SUBGOAL B: To provide library services to groups identified by language, cultural, and/or economic situations.

OBJECTIVE 1: To provide improved services to the Spanish speaking population in Chicago.

TASK a. The position of Spanish Language Specialist will be filled by August 1, 1977.

TASK b. The Spanish Language Specialist will utilize information from the community studies and other appropriate units to establish guidelines and make recommendations for improved service. The first report will be submitted to the Director of Community Relations and Special Programs of Service six months after the appointment.

OBJECTIVE 2. To provide improved services to special groups other than the Spanish speaking.

TASK a. The Director of Community Relations and Special Programs of Service will use the results of the community studies and other available information to investigate the needs and expectations of these special groups and recommend ways by which the Library might better serve them. The first report will be due in June 1978.

TASK b. The Director of Community Relations and Special Programs of Service will evaluate on an ongoing basis the service to the Spanish speaking in order to provide guidance in planning library service to similar groups when or if it is determined that such service is needed.

SUBGOAL C: To provide library materials, print and nonprint, that more adequately support the special programs of service.

OBJECTIVE 1: To produce collection development policies that support the goal of each special program of service.

TASK a. The Director of Community Relations and Special Programs of Service in conjunction with the supervisors of each special program will produce collection development policies by December 1979.

TASK b. The Director of Community Relations and Special Programs of Service will be responsible for publishing the statements so that other special programs, branches, the Central Library and the Cultural Center are aware of the selection policies of all units. This task to be accomplished in March 1980.

SPECIFIC GOAL VI: To provide support services at a level to assure efficient operation of The Chicago Public Library/Chicago Library System so that the public services units will be free from support problems and will be effectively served with new materials, personnel, maintenance, supplies, equipment, etc.

SUBGOAL A: To devise and implement sound fiscal and accounting practices which will result in a fiscally sound organization and meaningful financial data/ information through management control reports allowing management to make better program decisions in terms of efficiency and effectiveness, and to prioritize programs based on library user needs.

OBJECTIVE 1: To develop a cost accounting system.

TASK a: The Director of Library Finance and staff, using Woodson Regional, will develop a model by July 1977 for presentation to the administrative staff and the Board of Directors.

TASK b. Using the approved model, the Director of Library Finance will start final creation of system-wide cost accounting by September 1977 and complete the project by December 1978.

OBJECTIVE 2: To develop and update a better Plan, Program Budgetary System and/or Zero Base Budgetary System.

TASK a. The Director of Library Finance, in conjunction with other directors and administrative staff team, will define meaningful decision units and/or a cost center structure by July 1977. These decision units must be able to be sorted either organizationally or programmatically.

TASK b. After approval by the Commissioner, use these decision units in an update of PPBS for FY 1978 Budget.

TASK c. The Deputy Commissioner for Management Services and the Director of Library Finance will undertake the study of such systems in use in other libraries, government departments and industry, and tailor a model system for The Chicago Public Library's distinctive needs by September 1978.

SUBGOAL B: To establish the best possible service to the units of The Chicago Public Library/Chicago Library System in order to provide maximum comfort to patrons and staff through efficient operation of all support units and through complete maintenance of all facilities.

OBJECTIVE 1: To establish a controlled system of handling the movement of materials and personnel in The Chicago Public Library/Chicago Library System at the lowest cost that will answer the needs of The Chicago Public Library/Chicago Library System. (Relates to I., B., 1.)

TASK a. The Traffic Manager will designate specific areas of responsibility for movement of library materials, supplies, equipment and furniture on a twenty-four hour turn around schedule with built-in system controls starting February 1977. Task to be completed by February 1978.

OBJECTIVE 2: To satisfy furniture and equipment and supply needs of all operating public service and internal units in The Chicago Public Library/Chicago Library System promptly and effectively so that libraries are able to serve their users effectively.

TASK a. The Furniture and Equipment/Supplies Manager will work with the Director of Systems Engineering to develop an automated fixed asset inventory by February 1978 and an inventory of supplies with controls for automatic reordering by June 1978.

TASK b. The Furniture and Equipment/Supplies Manager will develop furniture and equipment standards for The Chicago Public Library/Chicago Library System, starting June 1978. Task to be completed by June 1979.

OBJECTIVE 3: To assure maximum public and staff comfort, provide for adequate maintenance of existing and future Chicago Public Library facilities.

TASK a. The Chief Engineer will establish necessary programs and inventories of buildings and equipment conditions by December 1977.

TASK b. The Chief Engineer will establish complete programs of preventative maintenance at all facilities by March 1978.

TASK c. The Chief Engineer will develop a program for immediate response to emergency problems relative to mechanical systems in The Chicago Public Library/Chicago Library System and thus reduce down time by approximately twenty-five percent by December 1978.

TASK d. The painters and carpenters under the general direction of the Director of Library Facilities and Equipment will keep all Library facilities in adequate physical appearance to insure that users of The Chicago Public Library/Chicago Library System will have appropriate atmosphere in which to receive library services requested. This is an ongoing task. All branches should be painted at least once every five years.

TASK e. The Maintenance Inspector will compute the cost per square foot of The Chicago Public Library/Chicago Library System custodial operations for the purpose of cost and needs analysis in order to reduce maintenance costs. This task will be accomplished by June 1979.

OBJECTIVE 4: To provide adequate library facilities in the City of Chicago to serve the library needs of the residents.

TASK a. Open branches in the Edison Park, Mont Clare, and West Pullman areas by the end of 1977.

TASK b. Relocate the New City Branch by March 1977.

TASK c. Open the Hansberry Branch Library in the Dr. Martin Luther King Community Center by June 1977.

TASK d. Open the Illinois Regional Library for the Blind and Physically Handicapped by October 1977.

TASK e. Complete the major renovation of the Cultural Center by October 1977.

TASK f. Develop by August 1977 a major renovation program for the sixteen branches identified by the Department of Public Works Branch Renovation Study.*

(1) Begin renovation of four branches in this group during 1977.

(2) Complete the renovation of all sixteen branches needing major renovation by September 1980.

TASK g. Develop by March 1977 light renovation programs for the other owned branches identified in the 1976 Public Works study.

(1) Begin renovation work on four branches by April 1977.

(2) Complete four per year for the next three years after 1977, for a total of sixteen branches to be completed by December 1980.

SUBGOAL C: To more adequately provide for the security and safety of patrons, staff, library materials, equipment, and facilities of The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To improve security at all The Chicago Public Library facilities.

TASK a. The Director of Library Security and Safety will initiate an urban self-protection program for staff by September 1977.

TASK b. The Director of Library Security and Safety will initiate an emergency system for handling fires, vandalism, break-ins, and thefts, with a special program for "closed" hours.

TASK c. Extend the electronic book detection system to the Cultural Center and evaluate the two detection systems in The Chicago Public Library/Chicago Library System to determine by December 1977 the feasibility of installing book detection systems in other library facilities. This task will be accomplished by the Director of Library Security and Safety with the Coordinator of System-Wide Circulation Services (when appointed) and other staff members.

*City of Chicago. Department of Public Works. Bureau of Architecture. Renovation Report of 32 Branch Libraries: The Chicago Public Library. November, 1976.

TASK d. Develop with an outside contractor a special security system to protect the Special Collections area (Rare Book Room), exhibit area, GAR Memorial Hall, and other determined areas in the Cultural Center. This task will be accomplished by the Director of Library Security and Safety with the Special Collections Librarian, Director of the Cultural Center, and other staff members.

OBJECTIVE 2: To develop realistic annual goals for the reduction of accidents and disturbances.

TASK a. The Director of Library Security and Safety will develop a program to reduce accidents (patron/employee) by twenty percent each year using 1976 statistics as the base for the reduction. (1976 statistics are: 78 accidents.)

TASK b. The Director of Library Security and Safety will develop a program to reduce disturbances by ten percent each year using 1976 statistics as the base of the reduction. (1976 statistics are: 69 incidents.)

SUBGOAL D: To provide the appropriate combination of staff, in order to insure that The Chicago Public Library/Chicago Library System will be able to achieve its public service goals and objectives. To have personnel and training staff work closely with pubic service supervisors in order to fully understand their needs. To develop recruiting and training programs to insure that The Chicago Public Library/ Chicago Library System staff has adequate skills to implement objectives and programs.

OBJECTIVE 1: To oversee the annual budget preparation process for personnel services to insure that each section properly budgets for needed personnel.

TASK a. The Director of Library Personnel will develop an annual budget process which will involve supervisors at every level to identify needed positions. This task will be accomplished by April 1978.

OBJECTIVE 2: To provide employees with ongoing in-service training and continual educational programs.

TASK a. The Training Officer will develop by November 1977 an orientation process which will include the following:

(1) First day orientation

(2) On-the-job orientation for the first three months

(3) System-Wide orientation

TASK b. The Training Officer will develop a supervisory training course and a supervisory manual by December 1977.

TASK c. The Training Officer will develop a complete employee manual by September 1978.

TASK d. The Training Officer will develop a secretarial manual and courses for clerical employees by February 1978.

OBJECTIVE 3: To develop staffing patterns for all units of The Chicago Public Library/Chicago Library System.

TASK a. With appropriate administrators, the Director of Library Personnel will develop a plan for the size and makeup of ideal staff for all units based on size of unit, programs of service, and needs of community. Task to be accomplished by April 1978.

OBJECTIVE 4: To provide better control of staff placement and movement within the system and to provide needed personnel data faster, with less effort.

TASK a. Develop a computerized personnel retrieval system. The first phase of output will include staffing tables, budget reports, equal opportunity reports, personnel services cost reports, and special reports, e.g., number of librarians by degree in school, by job, and by language skills inventories. Task to be accomplished by the Director of Library Personnel and the Director of Systems Engineering by April 1978.

SUBGOAL E: To provide complete professional reprographic service and limited exhibit service for The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To provide total, high quality, two-dimensional design and reprographic service and exhibit design and production service.

TASK a. The Displays/Graphics and Printing Manager will work with public service staff members in designing twelve exhibits for 1977 and six additional exhibits each following year.

TASK b. The Displays/Graphics and Printing Manager will design, produce and distribute a catalog of pre-printed design forms into which individual copy can be slotted by October 1977.

TASK c. The Displays/Graphics and Printing Manager with the assistance of the Training Officer will organize seminars to inform librarians on how best to select, utilize, and prepare copy for pre-printed graphic forms by October 1977.

TASK d. The Displays/Graphics and Printing Manager with the assistance of the Training Officer will organize seminars to brainstorm with librarians regarding traveling exhibit needs, establish lines of communication and cooperation for use of library materials in exhibits, determine sizes, quantity and subjects to be developed in traveling exhibits, and acquaint them with time and cost factors by January 1979.

SUBGOAL F: To develop systems that will improve the day to day operations of The Chicago Public Library/Chicago Library System.

OBJECTIVE 1: To develop an automated system for controlling subscriptions to all serials and continuations.

TASK a. The Director of Systems Engineering with appropriate staff members will determine method of input into computer by June 1977.

TASK b. The Director of Systems Engineering with appropriate staff members will determine method of update by October 1977.

TASK c. The Director of Systems Engineering with appropriate staff members will determine reports by April 1978.

TASK d. The Director of Systems Engineering will put the system into operation by May 1978.

OBJECTIVE 2: To aid the rapid flow of library materials to the public service units of The Chicago Public Library/Chicago Library System through an improved book ordering system.

TASK a. The Director of Systems Engineering will work with the Director of Technical Processes and the Head of the Order Division to design improved systems for initiating and entering orders, reporting on the status of books on order, the tracing of orders, and the accumulating and reporting of order statistics. Task to be accomplished by September 1977.

TASK b. The Director of Systems Engineering will work with the Director of Library Finance and the Head of the Order Division to design improved systems for those elements of book ordering that feed into and relate to the Finance Office. Task to be completed by September 1977.

OBJECTIVE 3: To aid the rapid flow of library materials to the public service units of The Chicago Public Library/Chicago Library System through an improved system of cataloging materials.

TASK a. The Director of Systems Engineering will work with the Director of Technical Processes and the Head of the Catalog Division to design improved systems for the orderly flow of materials through the Catalog Division and for machine-automating appropriate processes and procedures. This task to be completed by May 1978.

OBJECTIVE 4: To aid in the improvement of physical access to the materials in the collections of The Chicago Public Library/Chicago Library System through modernizing the circulation control system.

TASK a. The Director of Systems Engineering will work with the Coordinator of System-Wide Circulation Services to study the feasibility of converting the existing circulation control system to an automated system and report to the Administrative Team by May 1978. (Relates to VI., F., 5., d.)

OBJECTIVE 5: To provide for more ease, accuracy, and efficiency in library user's access to films in the Audiovisual Center of The Chicago Public Library/Chicago Library System through an automated booking system.

TASK a. Develop an automated booking system by May 1979. This task to be accomplished by the Director of Systems Engineering working with the Head of the Audiovisual Center.

TASK b. Develop an audiovisual circulation control and charge-out system. This task to be accomplished by the Director of Systems Engineering, the Coordinator of System-Wide Circulation Services,and the Head of the Audiovisual Center by May 1979.

OBJECTIVE 6: To aid in the improvement of internal operations of the Library by providing automated systems for management units where appropriate.

TASK a. The Director of Systems Engineering with the Director of Library Finance will develop a system for providing control reports for the Finance Office and put the system into operation by September 1977.

TASK b. The Director of Systems Engineering will work with the Director of Library Personnel to develop a computerized personnel retrieval system and put it into operation by April 1978. (Relates to VI., D., 4., a.)

TASK c. The Director of Systems Engineering will work with the Furniture and Equipment/Supplies Manager to develop inventory systems for control of supplies and furniture and equipment and put the systems into operation by June 1978. (Relates to VI., B., 2., a.)

SUBGOAL G: To assure that public service units are provided materials with the least delay possible through improved Technical Processes operations.

OBJECTIVE 1: To improve the operations of all the units of Technical Processes.

TASK a. To implement the Technical Processes Five-Year Plan developed by the Director of Technical Processes and staff in February 1977. (See that plan.)